

# The added value of Learning climate on the Employability and Vitality of University Employees

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# The Value of Learning climate on the Employability and Vitality of University Employees.

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**Purpose:** An appropriate organizational context is essential for sustainable labour participation of employees (also referred to as sustainable employability). The objective of this study is to investigate if learning climate (measured as developmental opportunities, team support for learning, and time for learning) is positively related to the levels of vitality and perceived employability (two components of sustainable labour participation).

**Design:** Online Survey amongst 354 employees from the Open Universiteit, Heerlen, the Netherlands (50% response rate)

## Method of measurement and scales:

**Vitality** 3 factors of the work-related flow-scale (Bakker, 2001); work enjoyment ( $\alpha = .891$ ), absorption ( $\alpha = .626$ ), and intrinsic work motivation ( $\alpha = .569$ )

**Perceived Employability** was assessed by means of an individual's self-reported measure of self-perceived employability. One scale of fifteen items of the five-dimensional instrument of Van der Heijde and Van der Heijden (2006) was used ( $\alpha = .781$ ).

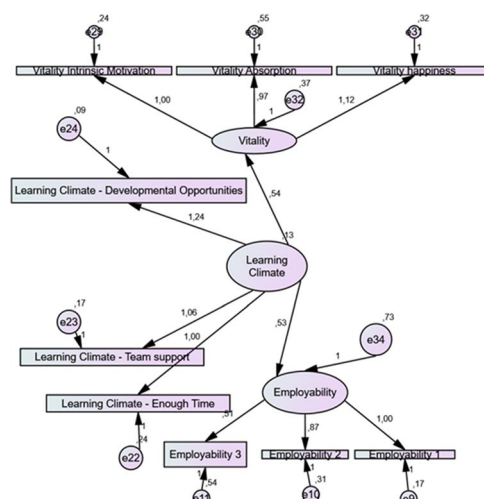
**Organizational Learning Climate** as perceived by the individual employee, was operationalized in three dimensions; time for learning ( $\alpha = .872$ ), given opportunities for development ( $\alpha = .812$ ) and perceived team support ( $\alpha = .848$ .) (Bartram, Foster, Lindley, Brown, & Nixon, 1993)

## Method of analysis:

SPSS for Windows version 22.0 and AMOS version 23.0 were used to analyze the data. (CFA & SEM)

## Results:

The results show that the best fitting model was the hypothesized model without the control variables (sex, educational level and age)  $\chi^2$  (df = 25) = 63.814,  $p < .001$ ; CMIN / df = 2.553; CFI = .960; GFI = .960; RMSEA = .067).



## Findings: Sustainable labour

**participation** is positively related to a positive learning climate.

**Practical implications:** The results of this study suggest that HRM needs to provide their employees with the facilitating working context, in the form of a positive learning climate, where workers are facilitated, and stimulated to learn, as it is positively related to sustainable labour participation of workers.

**Originality:** This study examines the unstudied relationship between learning climate and sustainable labour participation.



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